



Ten3 Business e-Coach – the world's leading source of
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New Business Models

for the Knowledge- and Innovation-driven Era of
Rapid Change

40 PowerPoint slides + 40 Half-page Executive Summaries

This is a demo version (10 slides only)

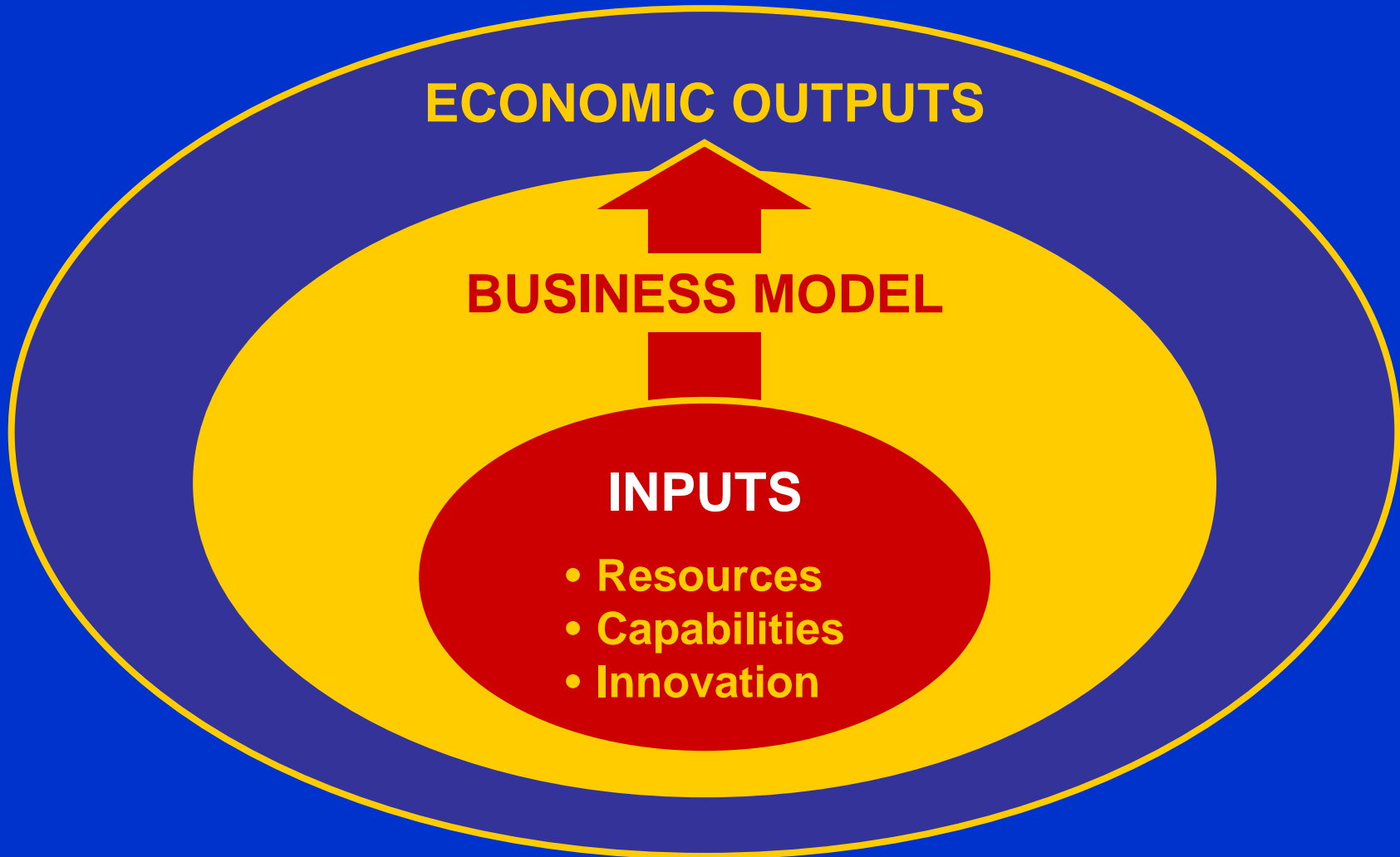
New Business Models

for the New Innovation-driven Era of Rapid Change

- 1. Why New Business Models?**
- 2. Innovative Value Proposition**
- 3. Targeting New Market Segments**
- 4. Innovative Value Creation Structures**
- 5. Innovative Revenue Models**
- 6. Innovative Competitive Strategies**
- 7. Innovative Growth Strategies**

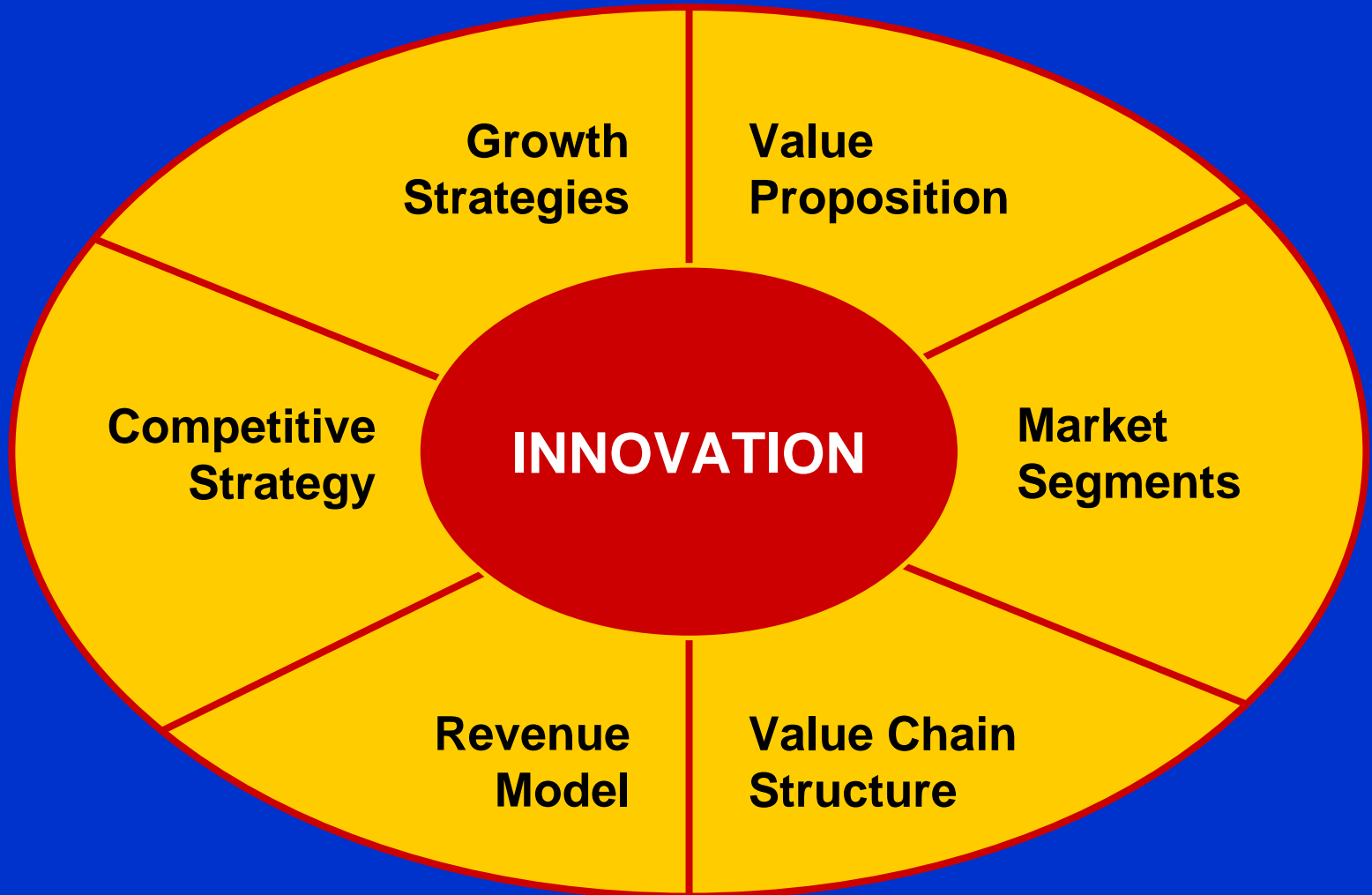
Business Model

Connecting Internal Inputs to Economic Outputs



Business Model

Converting Innovation to Economic Value



New Economy

Rapidly Changing Global Scenario



- **Shortening life cycle of products and services:** “If you understand the technology, it is obsolete”
- **Customer-driven economy:** Customers now aggressively seek alternatives, compare offers, and hold out for the best option.
- **Rapidly changing business environment:** “It’s not the big that eats the small; it’s the fast that eats the slow”
- **Globalization** of world economies, technologies and innovations
- **Shift** of emphasis from a decaying industrial economy **to a knowledge-based entrepreneurial economy driven by innovative technology**

"It's not the strongest nor most intelligent of the species that survive; it is the one most adaptable to change" – Charles Darwin

Changes That Call For a New Business Model

Four Areas

More complex
Business Dynamics

Capabilities-driven
Competition

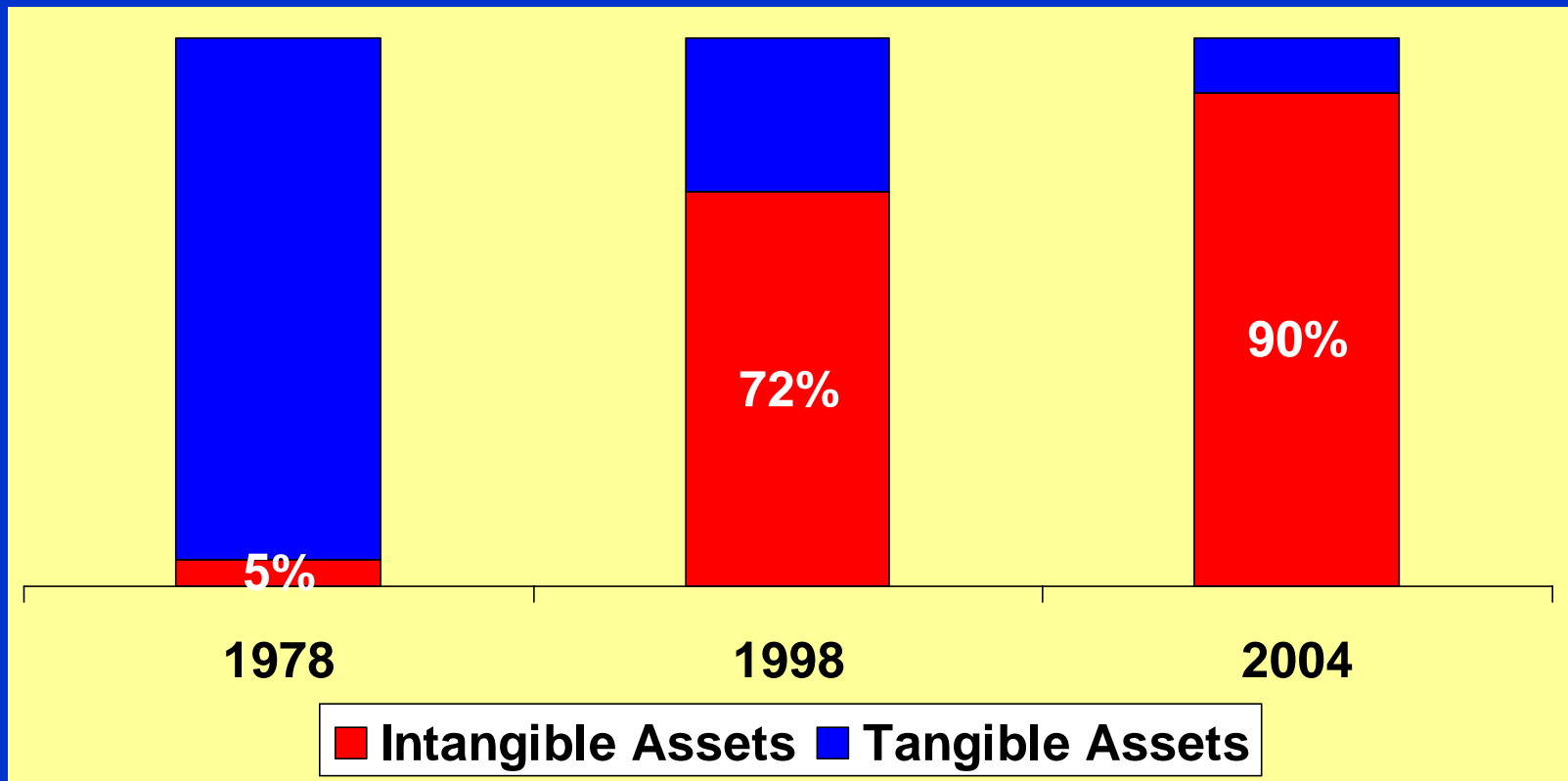
System approach to
Value Creation

Virtually integrated
Extended Enterprise

Intellectual Assets

The Major Value Drivers of Business in the Modern Economy

Relative significance of intangible assets – knowledge, know-how, business models, processes, people, etc. – compared to their tangible peers in business





Knowledge-driven Enterprise

Shift from Industrial To Knowledge-driven Enterprise

THE INDUSTRIAL ENTERPRISE	NEW KNOWLEDGE-BASED ENTERPRISE
Corporate Attributes	Corporate Attributes
Economies of scale	Smaller business units
Standardization of work	Customization of work
Standardization of workforce	Flexible, skill based workforce
Financial capital as scarce resource	Human capital as scarce resource
Corporate HQ as operational controller	HQ as advisor & core competency guardian
Hierarchical pyramid structure	Flat or networked structure
Employees seen as expense	Employees seen as investment
Internally focused top-down governance	Internal & external distributed governance
Individualistic orientation	Team orientation
Information based on "need to know"	Open & distributed information system
Vertical decision making	Distributed decision making
Emphasis on stability	Emphasis on change
Emphasis on vertical leadership	Emphasis on empowered self-leadership

New Business Models

Top 10 Forces Behind New Business Models

New issues
behind
business formation
and creating
hyper-competitive
business models
of the future

- 1 Demand aggregation**
- 2 Knowledge worker productivity**
- 3 Networks**
- 4 Complexity**
- 5 Connectivity**
- 6 Value innovation**
- 7 Empowerment and self-leadership**
- 8 Continuous learning**
- 9 Light speed**
- 10 Personal customization**

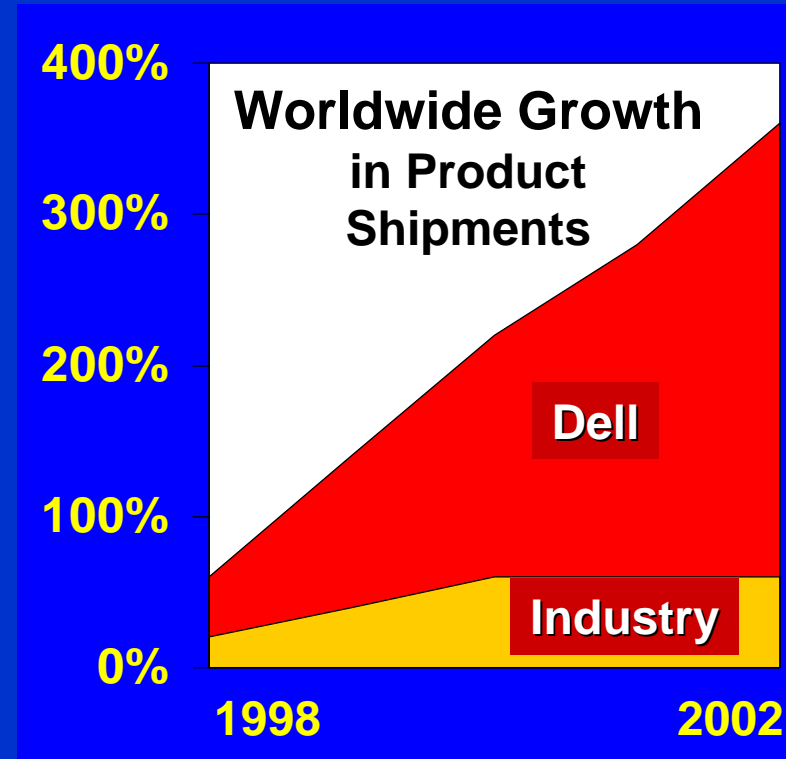
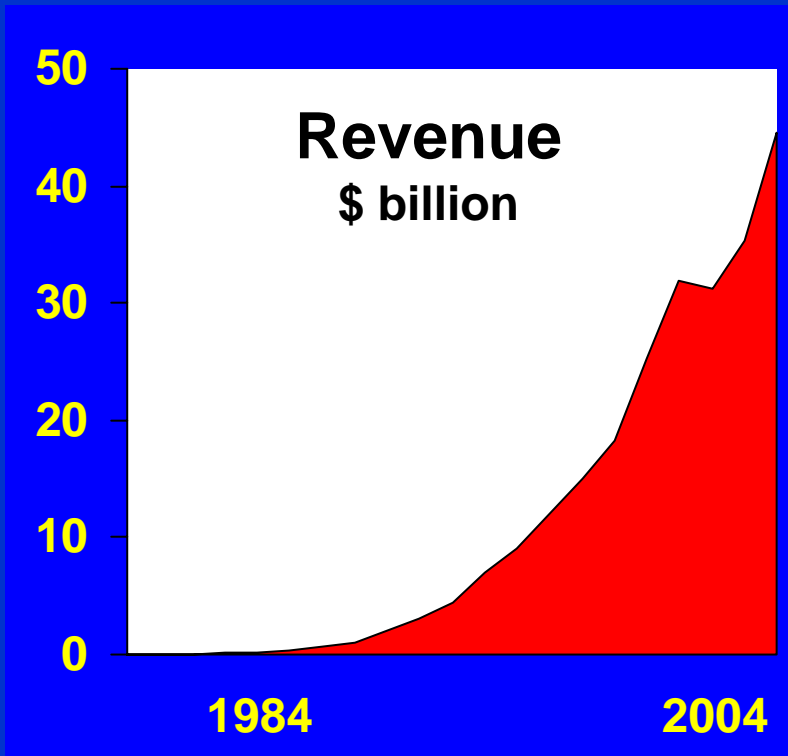
New Business Models

Direct Model of Dell Computer Corporation



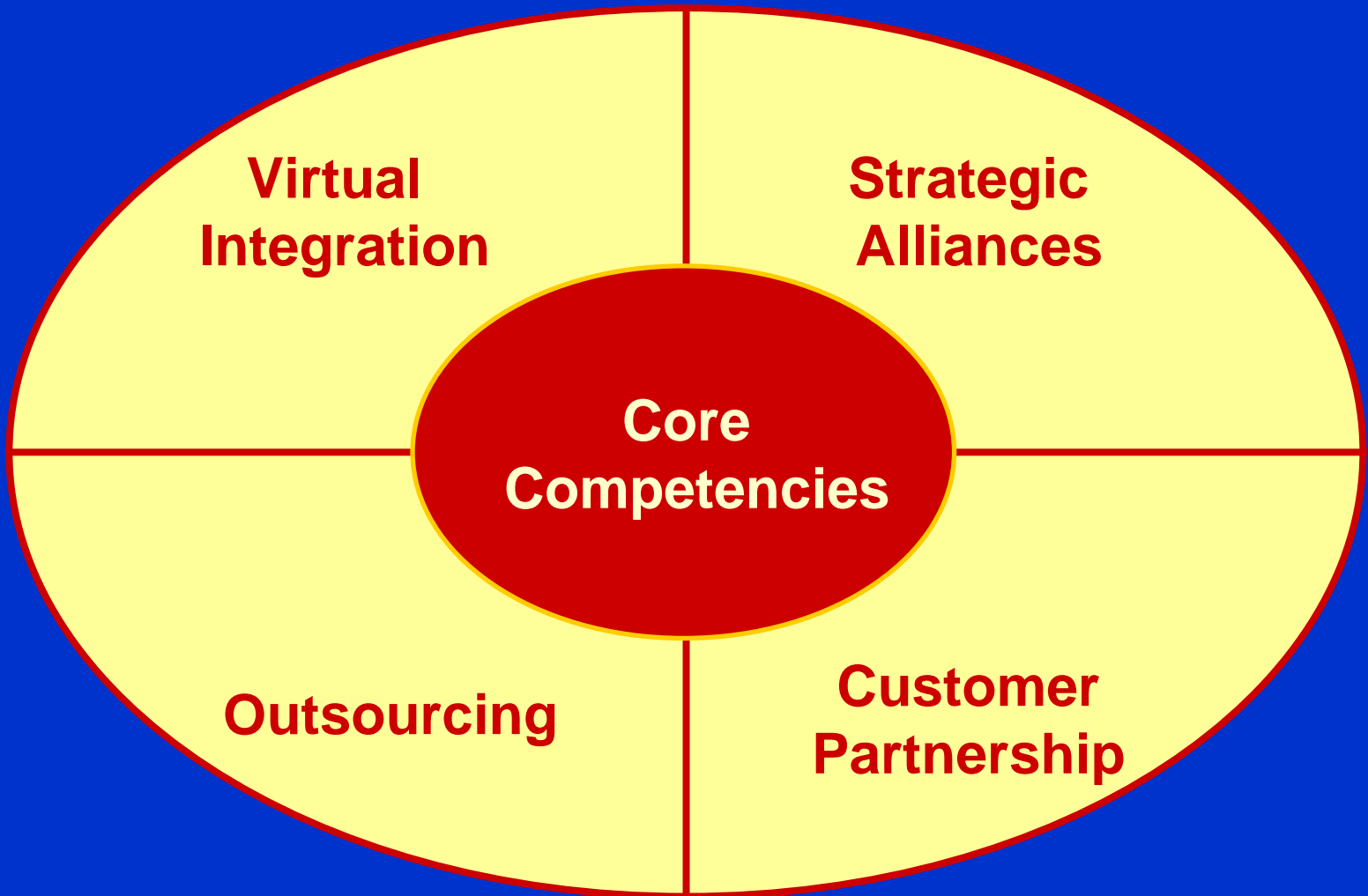
The Three Golden Dell Rules

1. Disdain inventory
2. Always listen to the customer
3. Never sell indirect



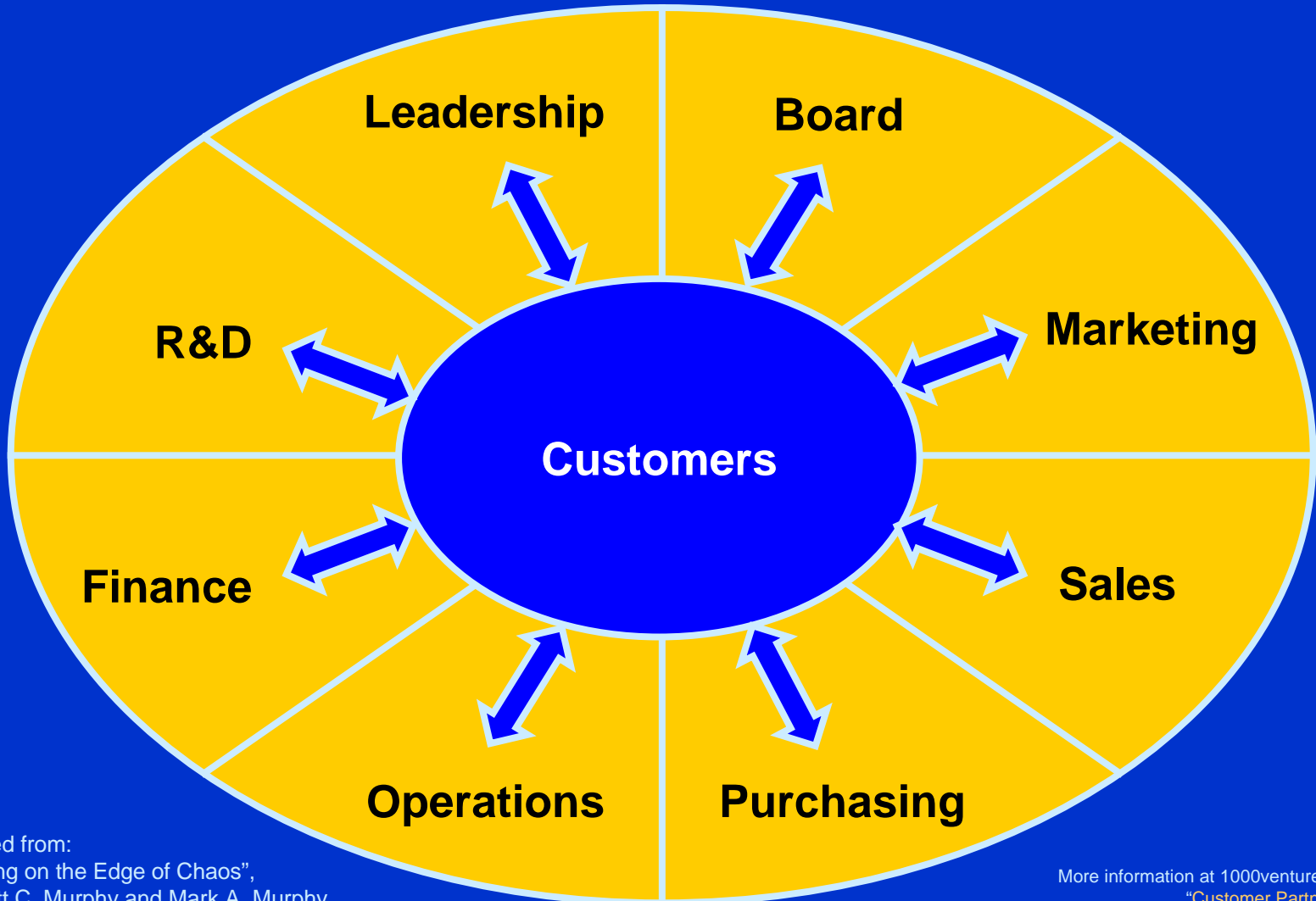
Extended Enterprise

Focusing on Core Competencies and Partnering for the Rest




Customer Partnership

Involving Customers as Co-innovators




New Business Models




The Corporate Strategy Logic
Strategy Pyramid (old) vs. Strategy Stretch (new)

STRATEGY PYRAMID
Top-down



Old Strategy-based Business Development Model
 •Effective in known & stable environment
 •Builds on existing competencies

STRATEGY STRETCH
Top-down + Bottom-up



New Opportunity-driven Business Development Model
 •Effective in new & unstable environment
 •Builds on new competencies

Instead of Introduction
 For the vast majority of companies, having well-defined visions and mission statements changes nothing. The exercise of crafting them is a complete waste of time and talent if visions and mission statements are used for nothing but being published in the annual report and displayed in a reception area. To be able to energize employees to work towards corporate goals, visions and missions should be more than a sign on the wall. Executives and managers should live them, be seen living them, and constantly communicate them to their employees.

Vision
 Vision is a short, succinct, and inspiring statement of what the organization intends to become and to achieve at some point in the future, often stated in competitive terms. Vision refers to the category of intentions that are broad, all-intrusive and forward-thinking. It is the image that a business must have of its goals before it sets out to reach them. It describes aspirations for the future, without specifying the means that will be used to achieve those desired ends.

Mission Statement
 A mission statement is an organization's vision translated into written form. It makes concrete the leader's view of the direction and purpose of the organization. For many corporate leaders it is a vital element in any attempt to motivate employees and to give them a sense of priorities.

Setting Goals
 The major outcome of strategic road-mapping and strategic planning, after gathering all necessary information, is the setting of goals for the organization based on its vision and mission statement. A goal is a long-range aim for a specific period. It must be specific and realistic. Long-range goals set through strategic planning are translated into activities that will ensure reaching the goal through operational planning.

Strategic Intent
 A strategic intent is a company's vision of what it wants to achieve in the long term. It must convey a significant stretch for your company, a sense of direction, discovery, and opportunity that can be communicated as worthwhile to all employees. It should not focus so much on today's problems but rather on tomorrow's opportunities.

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